

34 Years!

Caribbean Pulse



NAVAL HOSPITAL ROOSEVELT ROADS

The Power of Example

BY: CAPT PATRICA NETZER,
COMMANDING OFFICER

The Final Issue

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A wise man once said that the greatest inheritance a parent can leave his or her children is to have served as good example to them. As we quickly approach our closing ceremony and final exit from Puerto Rico I want you to know that you all have served as those good examples.

While our journey over the last six months has been emotionally sad, physically taxing, and mentally draining, we can take great pride in our accomplishments. We supported Operation Enduring Freedom and Operation Iraqi Freedom. Seeing healthcare as a regional issue we provided care to the staff of Guantanamo Bay and the detainees. We provided primary care in support of pre and post deployment physicals, the laboratory and radiological needs at Ft. Buchanan, GANTSEC San Juan, and Air Station Borinquen. Our Crisis Intervention Teams offered counsel and hope after devastating military and personal accidents to friends and relatives. Our Mental Health Department devised a one-week retreat to help returning Soldiers to face the issues

they experienced while in theater. During my recent trip to TRICARE Conference, I can't tell you how many people not only knew about the retreat but were also interested in developing a similar program in their part of the country.

We looked out for each other offering rides, helping with household goods shipments, writing recommendations for future jobs, recognizing special achievements, and working with our families, our retirees, and active duty in transitioning to our local health care network. The Managed Care Department worked very hard in bringing on Primary Care Providers into a network where none previously existed.

Some of you developed mentoring and physical fitness programs in anticipation of getting some of our shipmates ready for ship board assignments, FMSS, or continued assignments with the Marines.

I have often said that each of you is as much a leader as I am. You continue to show this



to me every day. We have held people responsible for their jobs. At no time is that more important than today. The numbers of tomorrows are limited and the job(s) must be done right the first time.

The XO often talks about the importance of Servant Leadership. Although you might disagree with me on this concept I believe he has gotten his point across to you. Our Customer Recovery program highlights your ability of listen, to take that person's place, and solve whatever the "issue du jour" is. Call it empathy, compassion, kindheartedness, following the Golden Rule, or good listening skills you

were essentially following the tenants that the XO has outlined for you. See you were all leaders and you never acknowledged yourself in that way! More importantly you need to exert the same efforts in your next job, your retirement, your place of worship, or your community for the rest of your lives. The XO has done well; make him proud!

We can take great pride in what we have done for our beneficiaries. While it wasn't necessarily

what they wanted to do, we informed, counseled, and supported. I have received numerous accolades from retirees saying that we were in an unenviable spot but we did it with great empathy and humanity.

We truly have provided the wondrous legacy of serving as a good example to each other, to the Navy, and to Puerto Rico. I want each of you to feel proud, of your contributions to both the

healthcare mission and closure. While certainly sad you can hold your head high and leave saying, "We gave the best healthcare in the Caribbean."

I have inherited much from you. You have been that good parent to me. I wish you all continued success wherever you may go and "Dio te tenga en su santa mano."

Patnetzerisms: Words of Wisdom

BY: CAPT CHARLES O. BARKER
EXECUTIVE OFFICER

"Taking care of this problem is like putting 10 pounds of poop in a 5 pound bag."

What! Is this coming out of the mouth of our Commanding Officer? Yes, no doubt. I really did hear her say this during one of our Executive Steering Council meetings. Although not the first and certainly not the last of the various "sayings" to come from the mouth of CAPT Netzer over the last two and half years, it certainly takes first place among what I have deemed "Patnetzerisms."

I had not known CAPT Patricia Netzer before coming to Naval Hospital Roosevelt Roads as Executive Officer. I had heard she was a good leader and good to work with, but then that's what you usually hear about most people you haven't met before. It's the easiest thing for someone to tell you so they don't have to really commit to saying what you really need to hear about someone. But, I can say without doubt that CAPT Pat Netzer is truly a great leader, and as most of you know by now, for CAPT Barker that means she is a great Servant Leader. And, I might add she is also a very "colorful" leader. Maybe it's because she's a nurse. It's a well-known fact that nurses have a great time and know how "to get a life." I understand they also eat their young....>)

Well, back to being "colorful." Through the many ESC meetings over the last several years, I took special and private pleasure in listening closely for more Patnetzerisms and have computerized a list I'd like to share with posterity in this last issue of the *Caribbean Pulse*. She would say,

- * **"Stick in my eye"** (when dealing with an irritatingly painful issue.)
- * **"Okymadoke"** (if she agreed with you.)
- * **"From your mouth to God's ears"** (meaning "I'll believe it when I see it.")

- * **"Drives me crazy!"** --(when dealing with another irritatingly painful issue.)
- * **Shakey Joe Bakey** --(when a proposal didn't seem to make sense.)
- * **I want him/her busier than a one armed paper hangar with a scratch** -- (in other words, "GET BUSY.")
- * **"Rots of Ruck"** --(meaning "Lots of Luck" with whatever you are about to do—you'll need it; in other words, I wish you well, but I don't have a lot of confidence in success.)
- * **"Fish or Cut Bait"** --(in other words, "Get off the Dime" or "Stop Waffling" or "Stop Procrastinating", or "I'm holding you accountable, Buddy, so you better get moving and show me the product.")
- * **A Smile on their face and a song on their lips** --(when happy about something)
- * **Buy a Pig in a Poke** (Sorry Skipper, I know I'm a country boy and should know what this means, but I still don't. :<)
- * **Lord love a Duck** - (Can't get any better than this. Another Patnetzerism "happiness" expression)
- * **This dog don't hunt.** ("I don't believe it; it ain't gonna happen.")

Thanks Skipper for making life so "colorful" these past several years. Godspeed!



Naval Hospital Roosevelt Roads Closure: Leadership Lessons Learned

By:

CAPTAIN CHARLES O. BARKER

EXECUTIVE OFFICER

There's no doubt in my mind we have been successful in our closure process. Could we have done better? Probably, but I think we did a great job—a model and benchmark for the rest of Naval Medicine. I'd like to spend a couple of minutes of your reading time reflecting on what made us so successful. In a couple words, it's "good leadership", i.e. good leaders throughout the chain of command and what good leaders do everyday that leads to success. And yes, I'll say it for the umpteenth time: "Good leadership begins with you and me, from the buck recruit to the O-10 and Civilian." Success depends as much on the buck recruit as it does the O-10 and Civilian. So, many thanks go to the likes of HR Alvaro Galo, HA Alfred Sansone, HN Paula Soriano, HM3 Fernando Rodriguez, HM2 Christine Miele, HM1 Robert Neumann, HMC Rowe, HMCS Felix Reyes, HMCM Courtney Abrams, ENS Reina Gomez, LTJG Vance Vogel, LT Brian Haack, LCDR Alicia Bartlett, CDR Bill Klorig, and CAPT Jane Hardman; and to the Rafael Cintron's, Rick Kennerly's and Awilda Morales'. To each person on NHRR staff this past year: Without your servant leadership driven by your truthfulness, honesty, integrity, hardwork, and teamwork, our success would not have been ensured.

The handwriting was on the wall. The Vieques military training site and Camp Garcia dis-established May 1st 2003 and ended a 47-year mission of preparing carrier battlegroups and others for deployment—the primary mission of the Navy at Roosevelt Roads since 1956. Although most of us

were in immediate denial that this might mean the Naval Station would also "go away," it wasn't long before it became clearer to us that indeed that would be the case. We were forewarned many times by ADM Natter when he said, "Without the Vieques training site, I have no need for the Naval Station." Based on ADM Natter's persistent statement he didn't need Naval Station, we directed in early June 2003 that our Optimization Committee begin brainstorming what closure might mean to the hospital and what we should be doing "just in case." It also was very clear that whatever happened, if wanted to be true to our values, vision, mission, and goals, success would depend on the good leadership of every single staff sailor and civilian. Let me tell you, each of you have succeeded in supplying that good leadership.

So, whatever "success" lessons learned we have to offer, those lessons are integrally related to those characteristics and behaviors of good leadership. I propose that five essential characteristics or behaviors—openness and trust, good communication, goal-oriented commitment and focus, persistence, and consistency—have been most important to our success. First, Openness leading to Trust is critical. I have often said to everyone, my door is always open. You have a problem, you have a suggestion, a great idea, a concern, an issue, then come see me. If you think something should be done differently or a decision is not optimal, then the Skipper and I want to hear from you and we promise an open mind. We don't have all the answers and neither do you.



Openness fosters trust. Without openness and true teamwork, an atmosphere of secrecy, distrust, "favoritism," and low morale will follow. But, as a team with openness and trust that each person's best interests were at heart, we were bound to succeed—sometimes it meant following and sometimes it meant actively leading, but either way, the path taken was always intended for the good of the person or mission. This can only occur in an environment of openness and trust.

Second, good Communication is vital to the life of a command, especially if it is in crisis. No one can deny that we have been in crisis since the Commander-in-Chief directed closure of NSRR within six months of the Defense Authorization Bill, which he signed 30Sep2003. —A formidable tasker. That meant we needed to be ready to lock the doors of the hospital no later than 31 March 2004. Good communication has been essential. The Skipper and I have always lived, "What we know, you know and you'll know it when we know it." This has

always been the policy of the Executive Steering Council and each member has striven to act accordingly. We have worked hard to make sure timely "comms" happened through daily musters, email, overhead announcements, letters and briefs, CAPT and CMC Calls, and through passing information at Colors each Friday. Through timely communications, good leaders are able to ensure each staff and each healthcare beneficiary understands what is going on and what the ultimate goal is for him or her—that goal being only the best or most optimal outcome for him or her, given all the circumstances and given rules and regulations designed for maximum individual freedom in pursuit of that happiness described in our U.S. Constitution.

Third, we committed to and focused on three primary goals for NHRR two and half years ago—People, Readiness, and Optimization. We have not wavered from those goals. True, we have had to recommit and refocus our efforts in pursuit of each, but we have been faithful to the intent behind each—to do an excellent job, to take excellent care of our beneficiaries with a focus on readiness, and to give maximal support to each member of our hospital family. For Optimization, the goal to maximally support the healthcare needs of all our beneficiaries have required both closing services at the hospital and at the same time building the TRICARE network to not only keep our promise to retirees and their families but also to ensure all remaining active duty and their families are adequately supported with good healthcare. For People, we actively sought early detailing for all our staff. This led to scheduling a detailer visit to NHRR and resulted in timely PCS orders and high command morale. Early efforts also led to energizing the Human Resources Organization to maximize opportunities for our civilian staff. All these were outcomes that directly came from our commitment to individual personal, professional, and spiritual growth. For Readiness, despite "crisis," we have not wavered from our Birthmonth Review Program for Force Health Protection to ensure medical readiness for not only hospital staff, but also for all tenant commands at Naval Station. Less than a year into the program, we achieved a deployable readiness of greater than 60%. Had we completed a twelve-month cycle, the projection indicates we would have achieved our goal of 90+% deployable medical readiness base-wide.

Keeping our focus on our values and goals in the face of "crisis" has not been easy, but we've been

able to succeed because of good situational awareness, timely refocusing of efforts, and commitment of all staff to the closure process, and because we have been persistent and consistent. The fourth and fifth good leadership characteristics—Persistence and Consistency—are critical to achieving any goal. Life is fraught with obstacles. Bob Briner in his *Men in Leadership* Day Seven notes "Keep on Keeping On" writes, "...It takes a true leader, though, to stay focused and upbeat when the outlook is a little less rosy—which, as most of us come to learn over the years, is more often the case than not." President Calvin Coolidge stated, "Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan, 'Press On' has solved and always will solve the problems of the human race." Likewise, consistency is "omnipotent." Decisions and actions that are consistent with shared values, goals, and objectives are like beacons in the night—they provide clear direction for successful mission accomplishment. Without consistency there is little clarity and without clarity situations become chaotic and morale suffers severely. Without high morale, there is little initiative and motivation and without initiative and motivation, low morale will surely lead to mediocre success at best, or at worst, to failure.

We have been fortunate. We established our shared values, vision, mission, goals and objectives long before closure was even an idea, and have been persistent all along the way in making decisions consistent with them. We have "fought the good fight." We have all been focused, persistent, and consistent with our values of truth, honesty, integrity, teamwork and hardwork, with our vision to SERVE, and with our mission to provide best healthcare for all beneficiaries and readiness for our warfighters.

Stated another way, we have been successful because each of us has strived to be a good servant leader. As Bob Briner states in his *Leadership Principle* Number 44: "The Best Leaders are the Best Servants." Always strive to be the very best servant you can be. You will be successful. As Foreman says, "I guarantee it!" Keep up the great work, and GOD-SPEED!

C.O. Barker

An Inspiring Legacy. An Amazing Team

BY: HMCM COURTNEY ABRAMS
COMMAND MASTER CHIEF

Last July, Naval Hospital Roosevelt Roads celebrated Navy Medicine in Puerto Rico. The day of fun, music, folklore, and dancing was punctuated by speeches by Captain Netzer, Captain Barker, Master Chief Abrams, and Chaplain Baker, who acted as Master of Ceremonies for the event.

Master Chief Abrams' speech about the present life of the hospital generated cheers and spurts of applause, something all too rare in the days after NHRR learned of the eminent decommissioning. "He was passionate and inspired," said HM3 Patricia Hildebrandt, "Although we had just received the news we dreaded to hear, Master Chief reminded us that our mission was still our first priority and that healthcare should remain paramount, come what may."

Since Master Chief Abrams gave his speech, numerous people have requested copies of what he had to say that day. Presented here, in its entirety, is HMCM Abrams' powerful message about the incredible entity that is Naval Hospital Roosevelt Roads.

"Today I have the distinct honor & pleasure to talk to you about the PRESENT for Naval Hospital Roosevelt Roads.

"It is important to know where we come from, but it is, equally important to know whom we are.

"As I look at all of you, I see a powerful legacy in the making. Some of us are old hands when it comes to the United States Navy and some of us have just started our careers. Some of us have been here for many years, some of us for just a few months. We come from all walks of life, all belief systems, and all cultures. Yet despite our differences, we have come together as a family, a single entity with a united vision.

"Our vision is to care for the sick and injured, to provide quality health care to those in need, and to revolutionize wellness in Puerto Rico. Often, a vision is something unattainable, an ideal that we can only strive for without realization. Here, we are different. We are unique in that our vision is also our reality. Every day I see officers, enlisted, and civilians working seamlessly together to create an integrated safety net of wellness for our patients. This shows in the way our patients return to us again and again, time after time. Additionally, it is notated in the grateful letters we receive, and the respect and integrity we all hold as personal values. This shows as we stand together at Friday Colors to salute the flag of our country, the symbol of our vision. This shows as we gather today to celebrate our Past, Present and Future of our Naval Hospital and the life we have created here.

"Naval Hospital Roosevelt Roads stands proudly on 17 1/2 acres of prime real estate with an annual operating budget of over \$11 million. We own over 1500 units of equipment with assets totaling over 8 million dollars. During FY 03 we served a total beneficiary population of over 32,000 averaging just over 5,000 patient visits per month. We executed 47 contracts worth more than 1 million dollars.

"And since the beginning of the FY, our Wellness Center has taken part in over 23 community Health Fairs and Screenings for over 4800 participants ranging from on-base activities to health and wellness support to Guantanamo Bay, Cuba, (which by the way, saved their command \$10,000), the Coast Guard and several fairs in Ceiba and Fajardo.

"Our Substance Abuse Rehabilitation Program, is responsible for providing DAPA training to over 30 commands and assisting in health screenings and youth programs throughout

Naval Station Roosevelt Roads.

"Keeping pace with technology, we have complete electronic routing of all command instructions and efficiently reduced the total number of command instructions from 276 to 165. We now have a secure repository that houses all Naval Hospital Roosevelt Roads command documents to include, JCAHO and legal information and credentials, while also serving as a continual historical resource.

"With safety at the forefront, over 17 ergonomic assessments were performed in conjunction with constant work to reduce accidents and fires in our own work environment.

"Thanks to our superb visionary leadership, people here are as well trained and prepared as anyone in the Navy. This command offers upward mobility in a very competitive Navy as evidenced by our recent promotion of officers, enlisted, and civilians. We proudly boast an advancement rate of 36% of those eligible, exceeding the Navy average by 12 %.

"We have a 67% reenlistment rate amongst those eligible and a 100 % selection rate for C-schools or advanced training.

"Always appreciative of our Naval Hospital Family "you all", over 200 staff personnel have been recognized and received command awards.

"We may not always get along. There are squabbles in even the closest of families. But in our system of openness and trust, we can agree to disagree with no compromise in our treatment and care giving. As we channel ourselves into our work, we leave an indelible stamp upon everything we touch. These walls and these grounds will remember your touch.

Change is a necessary component of existence. If everything remained the same, we would no longer know that we are still alive. Change is like a wild horse - we can choose to let it pass us by or we can grab the reins and see where it takes us. I strongly encourage all of you to be strong, hold on, take the reins and see where the ride takes you.

"We may not work here forever, but Roosevelt Roads will leave its legacy in all of our lives. I am proud of what we do here, from the simplest procedure to the most complicated medevac, from the person who screens patients all day long to the person who inputs data. Each individual here is an integral part of the whole;

"The Eyes that diagnose

"The Hands that heal

"A spirit that never dies and

"The heart of a lion

"Each person here is vital, and without your contribution the system would fail. So, standing here before you, I see not only the body of Naval Hospital Roosevelt Roads, but the soul as well."



Navy Surgeon General Visits NHRR

By Dr. Sammy Rivera, HM2 Marcus Ortiz & HM3 Patricia Hildebrandt

On December 8th, 2003, the Surgeon General of the Navy, VADM Michael Cowan, began a three-day visit to Naval Hospital Roosevelt Roads (NHRR).

The Surgeon General's visit was a whirlwind of promotions, reenlistments, conferences, and meetings with base officials. Despite his busy schedule and the volley of questions fired wherever he went, VADM Cowan's message remained the same: "I am here to support the closure of the base. I am here to be certain that we do not falter in our care for retired patients, I want to spend time with the staff to thank them for their hard work over the years, and I want to communicate this message to community representatives."

At 0800 on December 9th, the Surgeon General kicked off his visit with a promotion and three reenlistments. LTJG Susan Deike was promoted to the rank of LT, and HM1 Anita Bouges, HM2 Noel Martinez, and HM3 Fernando Rodriguez all re-enlisted. A meeting with NHRR's Retiree Focus Group immediately followed, and VADM Cowan addressed major concerns of the retiree population. He outlined two pharmacy plans already implemented--the Pharmacy Network and the Mail-Order Pharmacy. The Pharmacy Network is a system of pharmacies on island involving co-pay and 30 days worth of medications. The Mail-Order Pharmacy offers 90-day supplies of medications, also for low co-pay. TRICARE region representatives and NHRR are working very hard to establish a network of TRICARE providers on island that will ensure quality medical care and care that meets retiree needs.

Later that day the Surgeon General met with local media, including journalists from Fort Buchanan, Coast Guard, VA Hospital, NAV South, NSRR PAO and Ramey Air Force Base. VADM Cowan repeated his message that Puerto Rico retiree care was his top priority, but of equal importance was assurance that all TRICARE enrollees are cared for. "If you know a good provider, recommend him or her," urged CAPT

Patricia Netzer, NHRR Commanding Officer. She added, "We will send that provider a TRICARE package and encourage them to become a part of the TRICARE network."

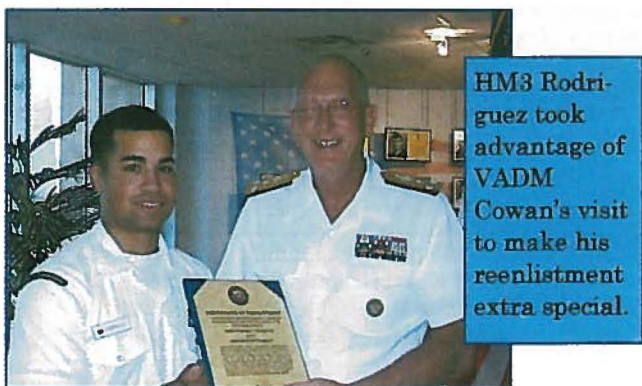
Wednesday, December 10th, Admiral Cowan held Admiral's Call for NHRR staff, first for officers and chief petty officers, second for E-1 through E-6 enlisted members, and finally with civilians. The Surgeon General used this time to address specific concerns of each group. He outlined the Navy's long-term goal of a dynamic, well-educated body of Sailors. "I believe Naval Medicine is going to become smaller, but it will still be Naval Medicine," he said, emphasizing the increased role education will play in advancement. He also discussed the way in which the Navy planned to provide more upward mobility for ambitious Sailors and the way that motivation, teamwork, and leadership abilities would come into play, while the importance of the advancement exam will become de-emphasized in the future. With the Navy's high retention rate, especially in medicine, the need for more promotable Sailors becomes paramount. "The Chief of Naval Operations has a very ambitious plan to change not only the way we're promoted but the way we learn," the Surgeon General said, "Each of us is going to have to commit to becoming a life-long learner."

To the civilians who work at the hospital, the Surgeon General offered his heartfelt thanks for their years of dedicated service and promised they will not be forgotten. To this end, Naval Hospital Roosevelt Roads has hosted several resume writing seminars and conducted classes on job interview skills. The hospital, with its large civilian force, wants to ensure they are more than prepared for work outside of Roosevelt Roads.

The Surgeon General left CAPT Netzer with glowing comments about her staff, including the high morale witnessed in these trying times and the cohesiveness and dedication of the employees. "The Surgeon General," CAPT Netzer said simply at Colors on Friday morning, "was very impressed."



VADM Cowan addresses the enlisted community.



HM3 Rodriguez took advantage of VADM Cowan's visit to make his reenlistment extra special.



Navy Medicine in Puerto Rico

BY

MR. RICK H. KENNERLY, IRMD

- 1898 / 07-25 Spanish-American War. US invades PR. Spain cedes Guam, Philippines, Puerto Rico to US
- 1899 / 02-06 US annexes Guam, Philippines, Puerto Rico
- 1900 US run, unelected civilian government established
- 1916 / 08-04 US purchases the USVI
- 1917 Jones Act grants US Citizenship
- 1919 LT Robert Pettigrew sent a report to CNO discussing the advantages & possibilities of a naval base in the Vieques Sound area
- 1934 The Roosevelts tour PR



PRESIDENT ROOSEVELT AND SENATOR MAYAGUEZ, 1934



ELEANOR ROOSEVELT ON PR 1934

- 1940 / 05 CAPT Spruance, commandant of the 10th Naval District, recommended a major naval base at Ceiba, PR
- 1940 / 12 SECNAV visited San Juan and his aide showed CAPT Spruance sketch of proposed development of Fleet Operating Base Vieques-PR
- 1941 11,847 acres bought on Vieques Island. Bolles Dry dock construction begun. Anchorage referred to as Roosevelt Roads, after President FDR
- 1942 Work on base infrastructure begun. Airfield begun. 5k civilians employed split between Vieques & Ceiba
- 1943 President FDRoosevelt authorizes Operation Bootstrap to encourage US investment in PR
- 1943 Construction accelerates 11,000 civilians employed
- 1943 / 08 Commissioned US Naval Base RR



PUERTO RICO USO FDR BIRTHDAY DANCE, 1943

1943 / 10 Bolles Drydock completed

1943 Army abandons Ft Bundy area (used to protect construction) and Navy acquires land

1944 War over. Military downsizing. NBRR redesignated Naval Station RR

1945 NSRR mothballed into Maintenance status

1947 PR crafts constitution, elects first governor, Luis Munoz Marin

- 1947 Reestablished with NSRR:
- Naval ammunition depot Vieques
 - Naval Activity Culebra
 - Repair Facility RR
 - NAF RR, Marine Barracks RR

1948 – 1957 Seven changes of status, from partial mothball to disestablishment.



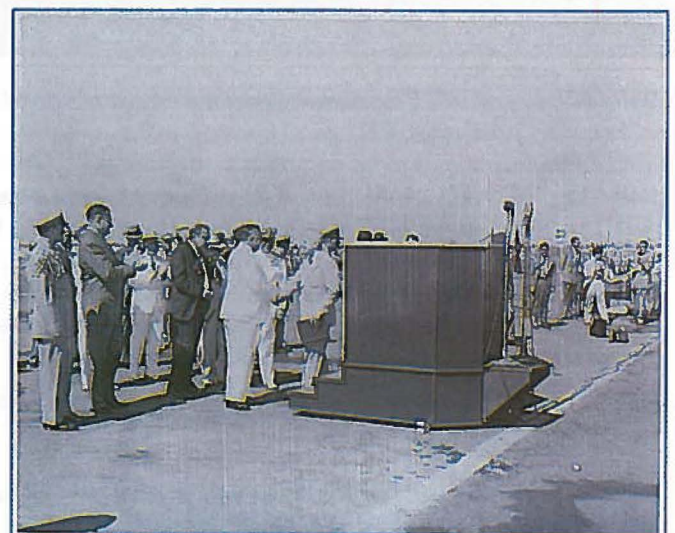
1943-1957 Military medicine in PR consisted of a dispensary in the San Juan area at Ft. Brooke.

1951 PR becomes US commonwealth

1951 PR independence movement attempts assassination of President Truman

1954 PR independence movement attack on US House of Representatives

1957 Redesignated NSRR – Mission Fleet Guided Missile Training Center, later Atlantic Fleet Warfare Training Facility (AFWTF).



PRESIDENT TRUMAN VISITS PUERTO RICO IN 1948, SEEN HERE WITH GOVERNOR JESUS PINEROS.

Navy Medicine in Puerto Rico (con't from pg. 7)

1957-1959 Naval Medicine was a dispensary over the exchange in a building in the Offstie Barracks area, now the PSD area

1959 First phase of a \$1.5 million building project goes up in Bundy area, 10-bed inpatient dispensary.

1962 Second phase completed, 34 bed inpatient facility



1962 / 10 Cuban Missile Crisis – US Destroyer forces USSR diesel sub to surface north of PR (minor PR involvement in any phase)

1964 US begins Vietnam involvement

1967 First plebiscite on statehood

1970 Army closes Hospital at Ft. Brooke, Air Force closes hospital at Ramey. Bundy medical facility expands into temporary buildings to house 70 inpatient beds.

1970 / 03-12 Ground broken for 120-bed inpatient facility aboard NSRR.

1971/ 01-01 Bundy facility designated Naval Hospital Roosevelt Roads



1973 11-19 NHRR moved to current location. 125,000 sq ft condensed in a three-story building and three wings, with a modern architecture and equipped to bring health care delivery in the major fields of medicine. 225 military personnel and approximately 100 civilians. Approximately 75,000 retired personnel and



1973

their dependents.

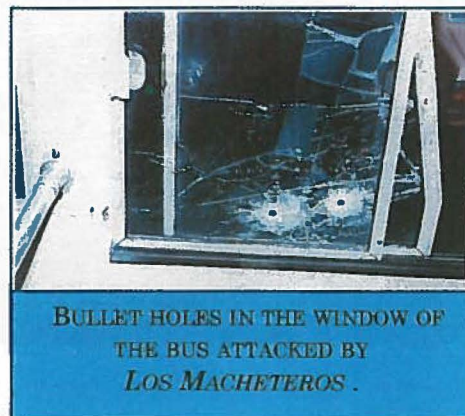
US ends Vietnam Involvement

1979 / 12

Armed Forces of National Liberation (FALN) tied *Los Macheteros* ambush a U.S. Navy bus en route to Sabana Seca Communications Center, near San Juan, shooting two petty officers to death and wounding 10 other naval personnel (El Tiburon – command newspaper) (04Dec79, NYT A1: 2-treated at VA (most serious), 3-treated & released at scene, remainder (5) treated at NHRR.

Service Members Aboard the Bus, December 1979

RM3 EMIL E. WHITE (DECEASED) POSTHUMOUSLY AWARDED PURPLE HEART
 CTO1 JOHN R. BALL (DECEASED) POSTHUMOUSLY AWARDED PURPLE HEART
 CTRC WARREN SMITH (WOUNDED) MERITORIOUS SERVICE MEDAL/PURPLE HEART
 CTT2 CYNTHIA C. EDWARDS (WOUNDED) PURPLE HEART
 CTO3 SANDRA L. SEATON (WOUNDED) PURPLE HEART
 CTM3 JOSEPH R. KEY (WOUNDED) PURPLE HEART
 CTRSA MONIQUE A. RITTER (WOUNDED) PURPLE HEART
 CTRSN BRADLEY D. CLARK (WOUNDED) PURPLE HEART
 RM3 DOTTIE A. ALLEN (WOUNDED) PURPLE HEART
 CTRSN ALLEN BUSH (WOUNDED) PURPLE HEART
 CTOSN RICHARD D. SAUTER (WOUNDED) PURPLE HEART
 CTM2 DEBRA J. WHITEHURST (WOUNDED) PURPLE HEART
 CTRSN CLIFTON LOONEY
 RM3 DRUSILLA PENDERGHEST
 CTM2 ROBERT MINNICK
 CTM3 GILBERT ZUBACK II
 CTTSN KENNETH TOMAN



- 1981 / 01 Nine US Air National Guard jets firebombed at Isla Verde Airport
- 1983 / 10 US invades Grenada -- Operation Urgent Fury -- 18 dead, 116 wounded. 77 treated aboard USS Guam, rest sent to NHRR. Some from Guam later transferred to NHRR.
- 1989 / 04 USS Iowa (BB61) #2 Turret explodes during gunnery practice NE of PR (47 die, despite early reports of injuries flown off carrier, there were no injuries. Dead were disembarked at NSRR & flown to Dover AFB)
- 1989 / 12 US invades Panama -- Operation Just Cause 23 killed, 330 wounded.
- 1989 / 09 Hurricane Hugo
- 1993 Second plebiscite on statehood
- 1994 / 09 US invade Haiti -- Operation Uphold Democracy. Medical support would be provided early in the operation by surgical teams inserted with the assaulting forces. Each team could perform field surgery and had a limited capacity for air evacuation. U.S. medics would provide emergency health care to Haitians in life-threatening situations, and by D+6, U.S. medical forces were scheduled to have established a 100-bed hospital in Port-au-Prince. That hospital would be capable of surgery, ground and air evacuation, dental care, veterinary (primarily food

Navy Medicine in Puerto Rico (con't from pg. 9)

inspection services), preventive medicine, medical logistics, and command functions. The hospital at Roosevelt Roads, Puerto Rico, would be used for evacuated soldiers who needed additional care.

1998 / 09	Hurricane Georges
1998	Third plebiscite on statehood
1999	Panama Canal ceded to Panama
2003 / 05	Vieques training terminated, AFWTF disestablished.
2004 / 02 / 12	Naval Hospital Roosevelt Roads closed.
2004 / 03 / 31	Naval Station Roosevelt Roads disestablished.

Branch Medical Clinics in Puerto Rico

- NAVCOMSTA Puerto Rico
- Fort Allen, Ponce
- Naval Security Group Activity, Sabana Seca
- Naval Station Roosevelt Roads West Annex at Aguadilla (formerly Ramey AFB).
- Small dispensary in Vieques, Puerto Rico.
- Seven branch dispensaries on the Caribbean also serve as providers of clinical cases to the hospital at Roosevelt Roads.



Naval Hospital Roosevelt Roads
1973 - 2004



Angry Moses

BY

LT MICHAEL BAKER, CHAPLAIN



"THE WINDOW OF DECISION," A LONG-FAMILIAR SIGHT AT NAVAL HOSPITAL ROOSEVELT ROADS, HAS BEEN MOVED TO A NEW HOME.

A member passed from Naval Hospital Roosevelt Roads halls on December 23, 2003. He was affectionately dubbed "Angry Moses" by Chaplain Michael Baker, who was serving at the time of his departure. Though the individual in question was not a person, but a stained glass image, he was a member of the hospital family. Moses assisted individuals in finding her/his way around the hospital. Should you want to go to OB-GYN go to the right of Moses, if you want Physical Therapy go to the left of Moses. Moses provided not only physical direction, but also provided spiritual direction for the sailors, soldiers and Marines who walked upon the second deck of Naval Hospital Roosevelt Roads.

Named 'The Window of Decision,' Moses is depicted bashing the tablets after coming from the top of the mountain to find the Hebrew people had created a golden calf. A person cowers behind Moses and the golden calf is directly in front of Moses. One of the tablets lies dashed at Moses' feet and the other is being held above Moses' head as his eyes glow red with righteous anger.

Angry Moses was at first housed in Naval Station Roosevelt Roads' chapel, known as "The Chapel on the Hill". The window was created by Retired Marine Corps Captain William "Tad" Wilson IV during his tour at Naval Station Roosevelt Roads. Ret. Capt. Wilson took up the art of creating stained glass after his wife, Susan had taken a class on the art at Camp Pendleton. Originally he had planned three windows, but additional funding was made available and allowed for six windows to be created. Three had themes that came from Hebrew Scripture (Moses and the Burning Bush, Parting of the Red Sea, Moses and the Golden Calf—the "Window of Decision") and three from Christian Scripture (the Nativity, the Crucifixion, and the Resurrection).

Before Wilson started his work, he read the Bible

from cover to cover to find pivotal points where the Divine and humanity entered into conversation. He consulted with chaplains who were at the Chapel on the Hill and soon started drawing sketches. Later, Wilson began going to the chapel at various times of the day with glass samples to see how various colors would react with various amounts of sunlight. At last he started on the creation of the stained glass windows.

Each window measures 52' by 104'. By designing the windows horizontally, the width of the window would create the illusion of the room appearing taller.

This allowed for the Chapel on the Hill to have a more heavenward openness without having to remodel the space. Capt Wilson estimated he spent about 1,600 man-hours working on the chapel windows that equates to 10 full months of regular workdays.

The windows remained in the Chapel on the Hill from 1984-1994 before Hurricane Hugo ripped through the base, making the Chapel on the Hill structurally unsound. However, the pillars of faith represented in the windows held fast. Five of the six windows were given to churches in the local community. Two of the windows reside in a church in Ceiba, Puerto Rico named La Roca and the 'Window of Decision' was relocated to Naval Hospital Roosevelt. The whereabouts of three of the windows are unknown.

Angry Moses was officially welcomed to Naval Hospital Roosevelt Roads on 12 January 1996 when Chaplain S.E. Morgan dedicated the new chapel space "The Chapel of Care." Prior to this, the sacred space was located on the bottom deck of the hospital with no outside lighting. The move to the second deck provided a scenic view of the Caribbean, with lush living greens and breathtaking shades of blue from sky and ocean reminding all of the touch of the Divine in the midst of the everyday.

Many naval personnel have looked upon the Window of Decision while in the passageways and within the chapel at Naval Hospital Roosevelt Roads. Now many future Naval personnel will be able to gaze upon Moses' prophetic presence. The window will be housed in a newly constructed worship space for Jewish Naval personnel at the Naval Academy in Annapolis, Maryland.

Roosey Roads Honored by Tricare

COURTESY OF

[HTTP://WWW.DEFENSELINK.COM](http://www.defenselink.com)

Special to American Forces Press Service

WASHINGTON, Jan. 27, 2004 -- The Defense Department's Tricare Management Activity presented its annual customer satisfaction awards Jan. 26 at the 2004 Tricare conference here.

The awards recognize customer service excellence provided to service members and their families in 2003, officials said.

Branch Medical Clinic Naval Training Center, San Diego, won the award for ambulatory care in the continental United States.

Darnall Army Community Hospital, Fort Hood, Texas, received the customer satisfaction award for community hospitals in the continental United States.

The 59th Medical Wing, Lackland Air Force Base, Texas, earned the continental United States medical center award.

U.S. Naval Hospital Roosevelt Roads, Ceiba, Puerto Rico, won the customer service award for military treatment facilities outside the continental United States.

Bayne-Jones Army Community Hospital, Fort Polk, La., won in the obstetrical care category. Tricare Europe and Tricare Northeast, Region 1, both received most improved region awards.

Dr. William Winkenwerder Jr., assistant secretary of defense for health affairs, presented the awards. "Our transition to the next generation of Tricare contracts and our enhanced focus on customer satisfaction make these awards more important than ever in signaling DoD's commitment to customer service," said Winkenwerder.

Some 3,300 military and civilian health care professionals are gathered at this week's conference to discuss Tricare programs, policies and initiatives; receive the latest information on the next generation of Tricare contracts; and highlight health care achievements for the previous year, officials said. The conference theme is "Tricare: World-class, Worldwide. Celebrating a Decade of Military Service."

"We can indeed be proud of the accomplishments we have made during the past decade," said Winkenwerder. "We are moving forward in new ways as we fulfill our dual obligations of ensuring force health protection and medical readiness for deployed forces while also providing daily health care to benefici-



(L. TO R) CAPTAIN BARKER, CAPTAIN NETZER, MS. LUCY MCKELLAR, AND LTJG VANCE VOGEL STAND PROUDLY WITH THE TRICARE/CUSTOMER SERVICE AWARD EARNED BY NAVAL HOSPITAL.

aries at home."

Army Lt. Gen. James B. Peake, Navy Vice Adm. Michael L. Cowan, and Air Force Lt. Gen. George Peach Taylor Jr. presented the Surgeons General Awards for outstanding customer service support.

Guthrie Medical Department Activity, Fort Drum, New York, received the Army Surgeon General's Award from Peake in recognition of excellence in customer service, quality care and operational productivity during the high operations tempo of the war on terrorism.

The Navy Surgeon General's Award, "The Matthew J. Bourgeois Muddy Boots Award for Excellence in Force Health Protection," was presented by Cowan to the Naval Medical Center, Portsmouth, Va. The 92nd Medical Group, Fairchild AFB, Wash., was honored by Taylor with the Air Force Surgeon General's Award in recognition of excellence in mission support to the wing, stellar customer service and patient satisfaction results.

(Courtesy of Tricare Management Activity)

Closure Crew, Naval Hospital Roosevelt Roads

J. D. Cruz Rodriguez Lt
 Juan D. Llanos Navy Lt Junior Grade
 LT MSC USN
 Gayle Kennedy CDR, NC, USN
 Victor M. Lopez
 P. Y. Francis CDR NC USN
 Rhonda L. Huerfano USG MSC USN
 Rhonda Pasado
 Christina Miele
 Veronica Armstrong LCB, NC
 Reginald H. Ruleray LT
 Raimundo S. Soto
 Daniel S. Soto CDR - ORD
 Juan Calvo
 Gladys Colon
 Dr. Sam Rivera
 Keith Shookes
 Mary McCallister
 Mary Louie
 Nancy M. Llanos
 Daniel Encarnacion
 Vanessa A. Kennedy
 Vanessa Rodriguez
 Kyle Meza "Last Baby" 1-15-04
 Daniel Encarnacion
 Vanessa A. Kennedy
 Vanessa Rodriguez
 Vanessa Rodriguez

Romance Blooms at Roosey Roads

BY HM3 KATHRYN WAITE &
HM2 SHAWN WAITE



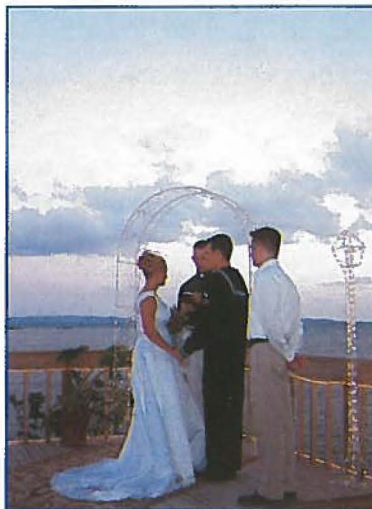
Friends of HM2 Waite (nee Nuzum) and HM3 Waite have known for a long time just how special they are to one another. One of Naval Hospital Roosevelt's Roads long standing couples, they decided to marry before leaving Puerto Rico. The wedding was a fully equipped Navy affair, taking

place at HMC Abrams' house. HMC Johnson and HMC Pereira coordinated the wedding, making sure that HM2 Nuzam had her, 'something old and something new, something borrowed and something blue.' Everyone contributed food to the Potluck-style meal, with HM3 Rodriguez manning the grill. The bride arrived in an ambulance, accompanied by the Maid of Honor, HM2 Shelley Oehrlein. Her husband, HM2 Christopher Oehrlein, the other half of another hospital couple, was the best man, and the couple spoke their vows on a deck overlooking the sea at sunset. The hospital's own Chaplain, LT Michael Baker, oversaw the ceremony. Here, in their own words, are how they met and fell in love.



"I checked on board on October 2002. I was assigned to FMC as the ALPO. I would occasionally go to the ER to borrow supplies from (the very cute and friendly) Supply Petty Officer. He finally asked me out and our first date was to the Command Holiday party on 2 Dec 02. Exactly a year later he proposed to me. We were married 1 month later at CMC Abrams house".

"Command Christmas par-



ties are always a festive and fun time for me. It happened to be the place I met my wife. I was never one to go to command functions but, something told me this would be different. After working a long, strenuous 12 hours in the Emergency Room I ventured to Finnigans. Little did I know it would be the last day of my bachelorhood.

When I arrived at the party, I greeted my friends, had a drink, and waited for my winning ticket for a door prize to get called (didn't happen though). To my surprise, at a blink of an eye this beautiful young lady was talking to me. We had a great time that evening. As the night wore on we got to know each other more and more.

For the next few days we spent some time together talking and hanging out with mutual friends. As time went by we went on trips visiting the island, to the U.S. to meet our families and eventually to the altar. I was joyful that I could spend the greatest achievements and rights of passage with so many close friends and co-workers. I will forever remember my time here at Naval Hospital Roosevelt Roads but by far the most exhilarating moment was "My Wedding".



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This is No "Bull"

BY

ENS MARGARET PARKS



ENS MAGGIE PARKS WEARS HER HORNS WITH PRIDE.

It's one of those Navy traditions, if explained to most of our civilian counterparts would warrant some pretty strange looks, an uncomprehending understanding or them thinking it's a really "silly" game. However, this long-standing tradition holds that the senior Ensign of the command is designated the

Bull Ensign; and although the position often has great responsibility it usually carries little or no authority.

The Bull Ensign is charged with attending command social functions, guarding the sacred "Bull" (the mooing cow cookie jar) and, not only bringing this highly revered symbolic representative to all functions but being able to present it to any higher authority requesting to see it. And... let's not forget taking charge of Ensign Gomez, the junior "Boot" Ensign and keeping her out of trouble!

Ensign Maggie Parks now knows all too well the tradition and responsibilities that come with the title. For the past nine months, she has had in her possession (well... only a small portion of the time) the command's Bull. Just twelve hours after the Bull was passed down from LTJG Vogel, the command Bull turned up missing.

Now there are a couple of versions to the same old story. One being that the Bull broke out of the bag and caught a plane to Washington, D.C and then went on a hiatus to "run with the bulls in Spain", taking his own sweet time before finally returning to his dutiful custodian. This is what LCDR Dennis Glover, NC, had stumbled upon during his diligent research and through questioning.

However, a lesser known version of the same story is the JAGMAN investigation; whereupon the Bull was medivac'd to Bethesda, MD for clinical care, which cannot be verified because of potential HIPAA viola-

tions, then was granted convalescent leave. Whereby he toured Washington D.C and then vacationed to unknown destinations, before returning to Naval Hospital Roosevelt Roads happy and well rested.

Well either way, the bottom line is that Ensign Parks failed to uphold her responsibility, as the Bull Ensign, of keeping charge of the command's Bull. After going through several months of being heckled and ribbed, Ensign Parks had finally received her just punishment; which required her to write one hundred sentences, in alternating colors, on a visual aid panel outside the galley in service dress whites with large medals, during her lunch hour.

"One of the many lessons I learned was to be humble, to use this time to make mistakes, and learning from both officers and enlisted alike. With as much heckling as I took, I tried to take it in good stride and giving as much as it back to those dishing it out. I will truly miss not wearing my "Bull" horns to future Navy functions, and I thank you for allowing me to serve as the command's last Bull Ensign at Roosevelt Roads!"



LCDR DIAZ-SOLA BUTTS HEADS WITH THE BULL CHRISTMAS '03

The Legend of Evil Santa

BY: LT MICHAEL BAKER, CHAPLAIN

HM3 PATRICIA HILDEBRANDT



It was a dark and stormy night . . . Somewhere in the world, anyway. Christmas 2003 was coming to Naval Hospital Roosevelt Roads, and a vortex of evil unsuspected awaited the officers of the

hospital. An innocent man, Chaplain Baker, supporter of souls and advocate of salvation, would unleash this terror upon the commissioned. Here, in his own words, he tells his fearsome tale:

I had received an invitation to attend the DFA Christmas party. I was told there was to be a gift exchange and the gift was not to exceed \$10.00. The thought of buying a gift for the DFA party had crossed my mind earlier in the week, but it quickly passed what with the various activities I became engaged in. Then, rather suddenly, it was the day of the DFA Christmas party. There was going to be a gift exchange and I was giftless! Then, while I stood in my office, a vision appeared unto me and said, "Ye verily I sayeth unto thee lookest in the Christmas gear box and you will find a treasure."

I did as the messenger stated and BEHOLD . . . It was Santa. Looking very evil, his eyes were adorned with dark eyeliner, making him appear to be a wannabe transvestite. The smirk on his face radiated a sense of impish mischief. I knew this was the perfect gift.



I arrived at the party with Evil, Transvestite Wanna Be Santa wrapped in a nice package. The gift exchange took place and in the end Evil Santa fell into the hands of LT Riveria.

Needless to say, she was none to thrilled with the travesty of pottery in her hands, but was a good sport and totted him home with her.

The next major party was the MSC party to be held at Capt Netzer's home. Somehow I knew, deep in my heart, that Evil Santa would make an appearance. Several gifts changes occurred, and then LT Patillo choose a gift. We are still unsure as to precisely whom the good Lieutenant offended, but we knew he must have earned his penance. As the paper was slowly un-

wrapped, there appeared the smirking visage of Evil Santa! LT Patillo roundly cursed the gift and tried to pawn it off on me; but I would have nothing of it for I knew that Evil Santa brought nothing but darkness and dissent in his wake. After all, what else is a ceramic, eyelinered thug capable of but darkness and dissent? Thus the evening went by with several threats of bodily harm destined to befall Evil Santa. He merely continued to radiate his malignant smirk, secure in the knowledge that the sheer horror of his malevolence would keep him miraculously unharmed.

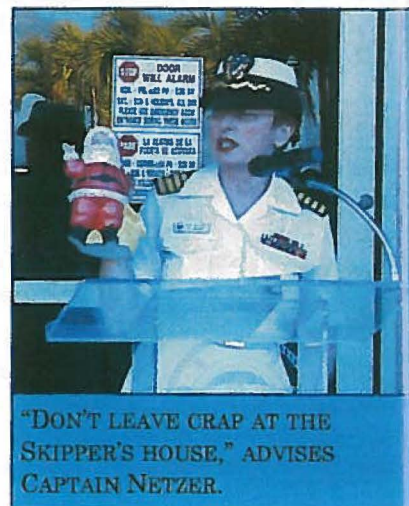
The evening passed and several weeks went by. Captain Patricia Netzer was de-Christmasing her home when she spied the evil eyelinered elf peeping from behind her tree.

Revenge was swift and absolute. At colors on the morning of January 9th, 2004, LT Patillo is summoned forth by the Skipper.

In front of the entire command, Evil Santa was returned to his proper owner. "Don't leave crap at the Skipper's house!" Captain Netzer admonished the wayward Lieutenant. Evil Santa gave the crowd a final, jaunty grin before being hastily stuffed into a plastic bag, and LT Patillo slunk back into ranks with his guilt weighing heavily in his hands.

Evil Santa lived in LT Patillo's office for a few weeks, then HM3 Hildebrandt, who worked in Public Affairs, recognized the true value of Evil Santa. Upon her request, LT Patillo donated Evil Santa with a sigh of relief. Unbeknownst to even her closest friends, HM3 Hildebrandt's grandmother in Philadelphia has a prodigious collection of lawn gnomes at her trailer park getaway. There, amongst the shag carpeting and lava lamps, Evil Santa can frolic with his own kind, terrorizing the indoor gnomes and the singing plastic bass who hangs on the wall.

Thus the tale of Evil Santa ended on a joyous note. Hallelujah!



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Oh Baby! Roosevelt Roads Meets One Final Sailor

February 4, 2004

On January 15th, 2004, Naval Hospital Roosevelt Roads welcomed her last - and tiniest! - Sailor. Kyle Meza was the 4th baby born in 2004 and the last baby born at NHRR.

Dear Kyle,

Congratulations for being the newest member of our Naval Hospital Roosevelt Roads' family. All babies are special but you are very special because you are the last baby born at Naval Hospital Roosevelt Road, Puerto Rico. I send a letter to every baby born at this hospital where I talk about how their parents contributed to the Navy's Fleet and Mission accomplishment. Since you are so very special I feel I have a special connection with you and wish to share a few thoughts with you.

Be proud of your good name. Protect it and guard it. Your name and reputation determine how others see you in the world. Protect your brothers and sisters and treasure their relationship. Friends may come and go but brothers and sisters are forever. Stay in school. Your education will carry you farther in life than any other means of transportation. "Success is not forever and failure isn't fatal." Keep things in proper perspective. Whatever you do in life, do it well. Take time to relax. No one can take better care of you than yourself. Be proud of what your parents have done for their country and you. Enjoy your family. Unfortunately parents will not be around forever. Tell them you love them everyday.

For the past thirty-one years we have occupied this building overlooking the beautiful Caribbean Ocean. On 12 February 2004 we officially close the hospital to patient care and on 31 March 2004 Navy Medicine will leave the island of Puerto Rico. The staff at this hospital has considered it a distinct honor to care for the men and women who serve our country. Your birth has been the forth at U. S. Naval Hospital, Roosevelt Roads for the year two thousand and four. On behalf of my staff and myself, I want to wish you a long life filled with good health, wisdom, and prosperity. "Dios te tenga en su santa mano."

P.H. Netzer
Captain, Nurse Corps
United States Navy
Commanding Officer



NHRR couldn't wait to see Baby Kyle.



CAPT Netzer reads her letter (at right) to Kyle.



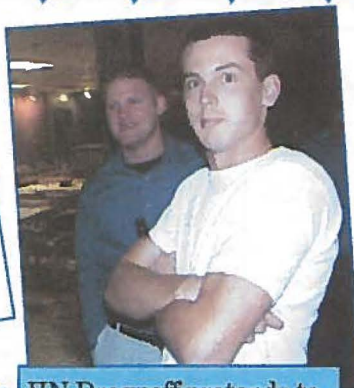
The Welcoming Party.



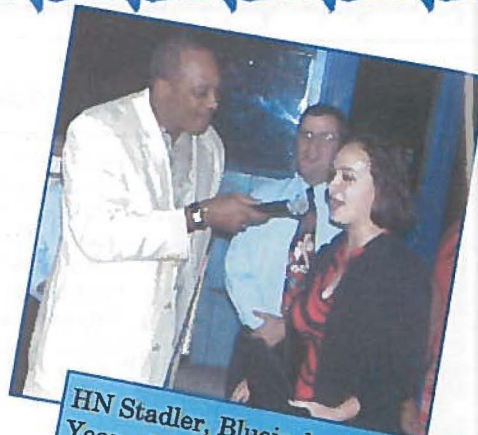
Baby Kyle was presented with this beautiful layette, which included a hand-sewn Sailor Suit with 2 good conduct stripes, a special certificate, a command coin, and a blanket hand-crocheted by Captain Netzer.

NHRR Christmas Party

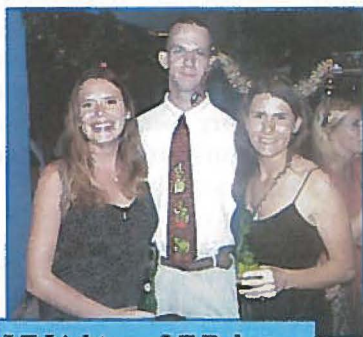
This year, the hospital celebrated it's last Christmas together. The party took place at Crossroads, and it included fabulous prizes, a live band, a reenlistment, a few awards, and plenty of dancing. For many of us, it was the final party we'd be attending at Rosey Roads, but what a party it was!



HN Dragneff pretends to be camera shy.



HN Stadler, Bluejacket Sailor of the Year, gives her acceptance speech.



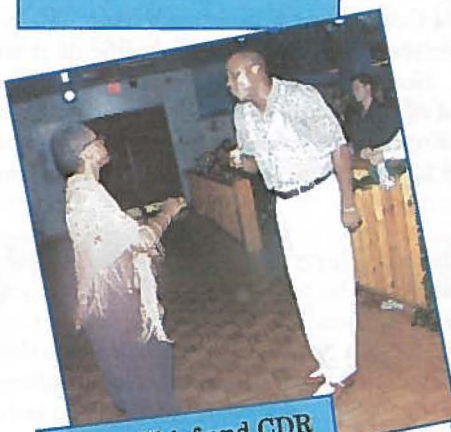
LT Lightner, LT Baker and ENS Parks, enjoying their evening.



HM3 Kendrick and SPC Lumpkin.



Ms. Catro was the Queen of the Dance Floor.



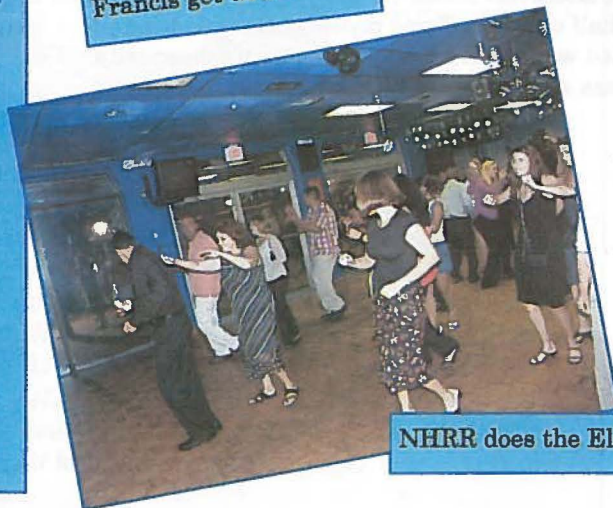
Master Chief and CDR Francis get down.



HM1 Ortiz gets his award.



HN Lianoz escapes with his X-Box.



NHRR does the Electric Slide.

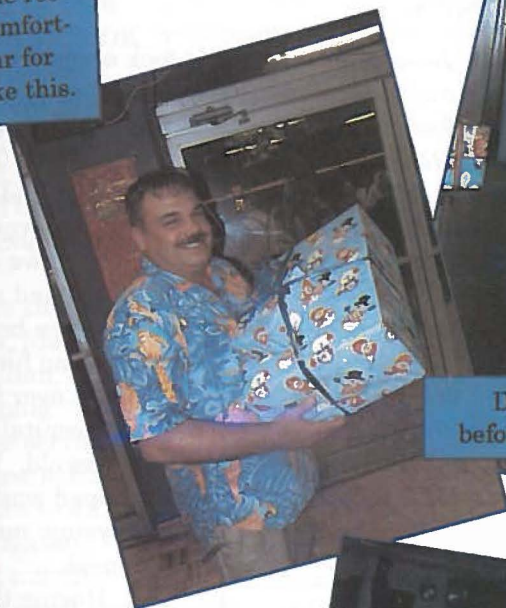


HM3 Rodriguez and HN Burns.

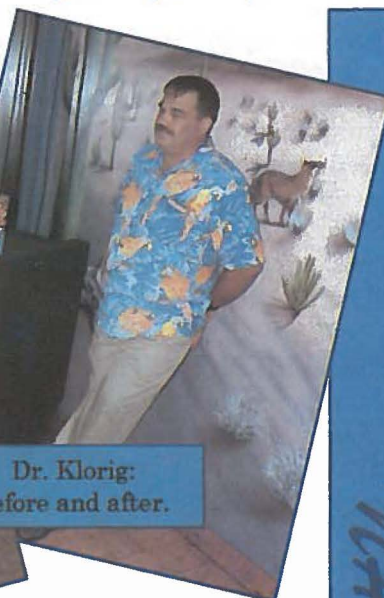
HM3



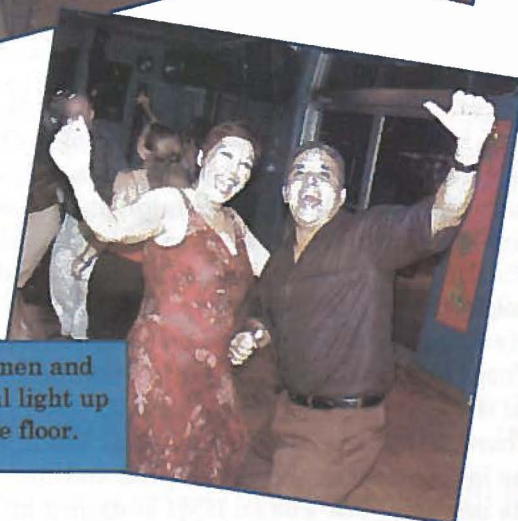
HM2 Burdine recommends comfortable footwear for functions like this.



Dr. Klorig:
before and after.



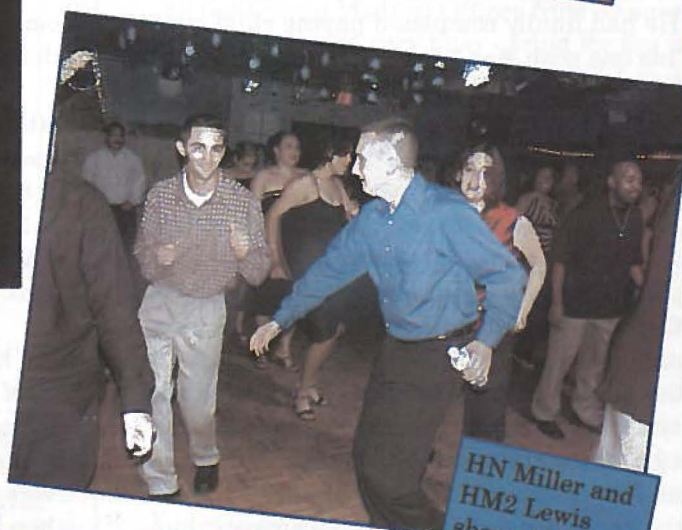
HM2 Rice reenlisted
at the party.



Ms. Carmen and
Mr. Vidal light up
the dance floor.



HM3 Rolon and guest.



HN Miller and
HM2 Lewis
show off their
best moves.



HM1 Ortiz and HM1 Zollicoffer.

WATER Christmas Party

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Memories of NSRR

COMPILED BY:

HM3 PATRICIA HILDEBRANDT, EDITOR

Closing down Naval Hospital Roosevelt Roads has been a memorable experience. One of the best things about the closure has been speaking to the people who were once stationed in Puerto Rico. As the reality of the impending closure spread, I met more and more people who once called NSRR their home.

Two of the most interesting people I encountered were Mike and Melanie Skidmore. Now retired, HM1 Skidmore went through something very similar to our closure procedures as he helped close down the hospital in the Bundy area and open the Hospital at her current location. HM1 Skidmore has a great eye for characters and situations, and over the course of our correspondence, he sent me some of his favorite stories from his time at Naval Hospital Roosevelt Roads.

My wife Melanie and I were stationed at Naval Hospital Roosevelt Roads, P.R. from October 1972 to August 1975. I was assigned as senior Corpsman in the emergency room at the old hospital as well as the new one. Melanie was a volunteer at both the old and new facilities dependent clinic. I later worked in supply and Preventive Medicine.

My wife and I loved Puerto Rico and Roosevelt Roads. There is some interesting history behind the opening of the "new" facility, now nearly 30 years old.

There is the Legend of Joe Aymond and how he was the last patient at the old hospital and the first at the new one. Joe was an HM1 stationed at Roosevelt. He had finally completed paying child support and his one wish was to own a Porsche. You can appreciate not just owning one, but owning one in Puerto Rico. Joe loved his Porsche and drove it everywhere. Only, there are some pretty big storms in P.R. and Joe watched as his prize was washed down a stream. Naturally Joe replaced it with the insurance and out of his own pocket. Joe happily drove his new car around until the day he came over a rise and there was a 1000 lb cow in the road. Joe was laid up for several months. This took place over the opening of the new facility and so, he became the last patient at the old facility and the first at the new one. If it had not been that he was stationed at Roosevelt and his home of record was P.R. he would have been shipped out early. A list of the bones not broken would be shorter than what he did break. I never found out if Joe bought another Porsche or not.

The "new" facility was an interesting subject.

It took several years over the planned completion date to finish but the last 90% was done in about 6 months. The day before we accepted it, all the air conditioning was turned off. The next day when our crew showed up, the light and ceiling fixtures were all hanging down. Doors would not close and some lights did not work. When we entered the ER proper, all we had was a clock and an arrest clock. The lights and plugs were not even hooked up to the emergency generator. There was no furniture or fixtures. Everything had to be brought over from the old facility. A brand spanking new hospital with equipment that ranged from 5 to 20 years old. Within the next few weeks the elevators stopped working, lights would not work, the alarm system malfunctioned and in general, the place was a mess.

During the power company strikes, we went without power for days at a time. Patients were sent to the States or San Juan. On one particularly long occasion, several of the Corpswaves took one of the ambulances, loaded it with beer and went to the Sea-Bee base. Within no time we not only had generators, but they were hooked up and we had a way of installing them each time. They may not have been politically correct but they got the job done. We lost power during emergencies, surgeries, exams, births and just any old time. The early crew carried patients up and down the stairs on stretchers, used flashlights, battle lanterns and even candles. We brought the helicopter in with car lights and on one occasion fireworks. Some of the crew had purchased fireworks for July 4th and had them available.

At first we had only the older gray Plymouth ambulances. This all changed the day our new white "cracker box" finally showed up. This was state of the art at the time. The only trouble was that eight out of the first dozen or so runs, it would break down and we would have to send one of the old gray ones out to rescue it. It never really ran right but we managed.

On one occasion one of the flight Corpsman used his medical tape to patch up a hydraulic line in one of the helicopter and on another the HM used bandages to stabilize the wench. Flight ops out of there were interesting and challenging. The flight crews from VC-8 may have gripped and moaned but when there was an emergency medevac, they pulled together and would fly some harrowing missions. One mission I was on we were supposed to land on a small destroyer. The pilot and co-pilot were not cer-

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tain but when they asked, the air traffic controller on the ship stated it was safe and they were certified for our type of helicopter. This went OK until we got close and the crew on the upper decks started to back away and their eyes grew larger. We landed and got the patient on board but the pilot just lifted up and allowed the destroyer to move out from under him. They flew through storms, late at night and on longer than planned missions.

After I say all of these negative things, I really want to say that the entire crew, Medical Corps, Nurses, Corpsmen, Dental, civilian, everyone pulled together to get us up and going. It was a terrific effort by all that kept the services available. I could not single out any one particular group because it would not do justice to all. I was extremely proud of my service at Roosey.

Shopping at the exchange and commissary was a real trip. The Armed Forces radio and TV would announce when stocks of milk were arriving. At times you could only get milk with a Doctor's statement because it was in such short supply. After all these were honored, then anyone else could get what milk was left. During this time the Navy changed uniforms to the suit and coat type. I wear a size eight hat and the exchange and small stores could not get one in, I walked around with a note in my pocket that stated I didn't have to wear a cover because I couldn't get one.

A couple of last comments. My Purple Heart finally caught up with me at Roosey, I don't know who was the more nervous, myself or Captain Buschel. My award never showed with the paperwork and I had to borrow one from HM2 Art Fox. He not only had 4 Purple Hearts but a Silver and two Bronze Stars as well as several individual and unit awards. I was also selected to attend the Marine Corps Ball in San Juan. I say selected because no one else wanted to go. I guess the Marines would give them a hard time. Since I was an FMF Corpsman with Vietnam service, I really enjoyed the Ball. The others didn't know what they were missing.

After leaving Roosey, we went to Oakland for Preventive Medicine Technician School. I was retired from the Navy in 1980 for medical reasons.

One of the other ways we learned about our Hospital's colorful history was through an open invitation on our website for people to contribute their memories. The level of response was fantastic, and here are a few of the highlights.

"Closing down the old medical supply warehouse at the old power station plant across from the CB's was a major undertaking. Towards the end, Naval station removed the portable lift we had before the job was complete. Anything that was left on the second floor had to be brought down by ropes and pullies. I remember doing it in record time without breaking anything and having any injuries. During that time slow-pitch softball was BIG - VC8 vs Navhosp was like going to the world series. There wasn't an empty seat! What a feeling it was taking 1st place!"

Peter Strode
1975-1978

"My life began when during my five years stationed at Naval Hospital Roosevelt Roads. I came to PR as a single sailor, and left five years later with a husband, two beautiful children, and BA degree in Education. While stationed at Naval Hospital Roosevelt Roads I spent the majority of my time in the OB/GYN department. Working there made my job worth coming to everyday. The patients, and my co-workers were the best in the Navy! I am saddened to see that my favorite duty station is closing, and that I will never be able to bring my children to their birthplace. I know that the memories are written on the walls of hospital and will forever be embedded in hearts of thousands."

Jessica Hagy Taliaferro
1997 - 2002

"It was with great sadness that I learned USNH RR was closing. As the Diving Medical Officer from January 1988 until June 1990 I stayed very busy caring for the Base Divers, EOD technicians and SEALs of NSWU-4 in addition to full time Emergency room and primary care responsibilities. We performed over 80 recompression treatments during my tenure, most on civilian commercial fishermen. Roosevelt Roads represents not only the beginning of my medical career, but also of my family. Our first child was born while we were stationed there. The proudest moment during my tour was the superb response by the hospital crew to Hurricane Hugo, which devastated the base and surrounding islands. I have never experienced better teamwork and dedication than during the immediate aftermath of the hurricane. I will always treasure the friendships we made in Puerto Rico and the challenges we successfully met together. BRAVO ZULU Naval Hospital Roosevelt Roads! You will be missed."

Bruce Gillingham
Director of Surgical Services, NMCS

Customer Relations - 5.9!

BY: MS. LUCY MCKELLAR
HEAD, CUSTOMER RELATIONS

WE DID IT! We maintained our 5.9 score through out the entire year. What a wonderful roller coaster ride it has been. I truly enjoyed the ride and hope you all did too. Over 6,354 survey cards were collected; you kept me busy and I am very appreciative of your support. Over 126 Customer Service Certificates have been delivered; our database for the certificate program has over 400 staff members in it. NHRP wrote over 280 Coqui Internal staff recognition cards, making this project a huge success.

LESSONS LEARNED:

- Communication: Per department Customer Service training. This proved to be a success among the departments, thus increasing our overall scores.
- When facing closure: Create a team of Customer Service Agents to roam the main floors. It will help assist confused and sad patients.
- Internal Staff Recognition: The Customer Service award program created a very positive competition among the departments. It made survey card collection easier.
- Monthly reports instead of Quarterly: System recovery will be more effective.

FINAL NOTES



No matter where you go please remember the following:

- Practice Positive Selfishness: Customer Relations is really all about you
- Keep in mind our Vision:
 - * Train to assist and help
 - * Establish policy with every interaction

- * Remember you have the power to choose to create a positive impression or a negative one.
- Achieve a Positive Attitude
 - * Key word: Achieve
 - * No one is born with it
 - * You decide if you want it or not
 - * Think Positively
 - * Remember everyone is trying to do a good job
- Remember it's all about you
 - * Neutralize the variables
 - * Build your confidence
 - * Know who you can control (YOU)
 - * Embrace positive comments
 - * Speak & think Positively
 - * Practice positive selfishness
- Remember First Impressions do count

MY FINAL TIPS:

- Take yourself lightly
- Take your job seriously
- Learn to play, enjoy and do it for yourself.



Ms. Lucy McKellar made sure the Customer Service Representatives received recognition for their hard work and dedication.

Customer Relations: What Did Our Patients Say?

COMPILED BY: MS. LUCY MCKELLAR
HEAD, CUSTOMER RELATIONS

RETIREE SEMINARS: I wish to express my most sincere thanks to everyone at NHRR, past and present for the excellent care always without exception given during these many years. God bless you all, thank you.

CUSTOMER RELATION'S OFFICE: Over 95% of the cards received from the retiree population had a farewell, God Bless and/or Thank you note to the entire Hospital.

RETIREE POPULATION: Do you feel comfortable in accessing healthcare in the community following the Retiree Seminar presentation?

- 127 YES
- 27 SOMEWHAT
- 11 NO

ER: We are grateful to the entire staff and technicians for their patience and great service. I would like to thank the entire staff at NHRR for taking such good care of us. We will miss you. Thank you!

PATIENT ADMINISTRATION: The people that work in this hospital are so kind and pay so much attention to your needs. I want to thank them so much for everything they have done for my wife, and me but most important for my newborn son.

PHARMACY: The attention received at this hospital is remarkable. Excellent customer service, skills and general care.

WELLNESS: They were wonderful getting me in without an appt. Kudos to them for helping out with this huge command task unselfishly. Thank you for making this an enjoyable experience and for the education received.

A Look to the Past, A Look to the Present

BY: SAMUEL RIVERA, PH.D
HEALTH EDUCATOR



The year was 1981, and Hospitalman (HN) Schmidt (today-LCDR Schmidt) arrived to Puerto Rico. He would be assigned to Naval Hospital Roosevelt Roads, Emergency Room Department. There he would use his skills and knowledge as an Emergency Medical Technician (EMT) from 1981-1984. When responding to an emergency call, HN Schmidt would have the unique opportunity to see always his father at the scene. His father was a Fire-

man with the Fire/Rescue Department here at the Naval Station. After a tough day at the Emergency Room, HN Schmidt would go to his living quarters, excuse me "the barracks" which were located where the professional building is today.

Historical event Quoted by LCDR Schmidt: "During the Granada conflict (1984), the flagpole area was used as a triage area. Over 77 patients were triaged of which two were Cuban prisoners. For the first time

in history during this conflict, a Cuban Airline landed in Puerto Rico to pickup the patients from the mass casualty. At the time Captain Wells was the Commanding Officer of the Naval Hospital, the same individual who designed it."

The year was 2003, LCDR Schmidt returns to Naval Hospital Roosevelt Roads as an Industrial Hygienist and later appointed as Director of Occupational Health.

The year is 2004; LCDR Schmidt will be part of the last chapter of Naval Medicine within Naval Hospital Roosevelt Roads. Definitely a big event! Looking Back into the Past and Then to the Present will be his claim to fame – for he has completed a full cycle of career development from the early years of the hospital to its closure.

Calm Seas and following winds to ALL



Getting Candid at Roosevelt Roads

HM3 PATRICIA R. HILDEBRANDT

EDITOR

Over the past year, I've photographed a lot of events. Catching people at their casual best can be more fun than a stiffly posed photo, and the results were often inadvertently hilarious. "Delete it, now!" has been ringing in my ears since I started in this position. I always gamely agreed.

Yeah, right.



LTjg Haack demonstrates the worst salute ever.



HM1 Horton, a really big fish, and a stylish ensemble.



HM3 Garcia explains the importance of her role as duty driver.



HN Lianoz adjusts the (non-existent) curtains in the command suite.



HMCS Hathaway at her very last colors . . .



Captain Gilbert spent many a Halloween as a nurse.

GYSGT Petrotta doing what he does best.



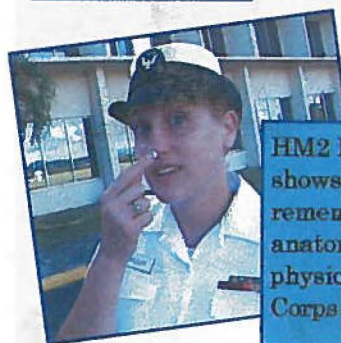
Materials Management creates the ugliest baby ever for LTjg Luevano's baby shower.



ENS Parks tries to convince us that the new bull is just as good as the old bull.



Meet Oscar, the Kassner family's pug and unofficial hospital mascot.



HM2 Nuzum shows us what she remembers from anatomy and physiology in Corps School.



LCDR Glover is the number one, "Door PO."

HM1 Miller and her favorite toilet seat.





HM3 Hinds chose to leap off a pier to celebrate his reenlistment.



LCDR Mathew busts a move in the command suite.



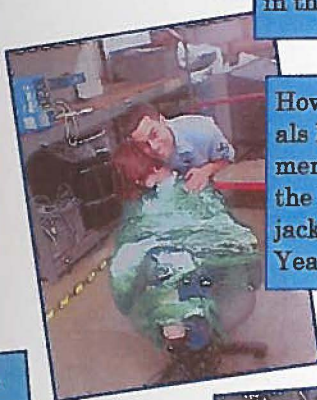
HN Witt gets horns for Christmas.



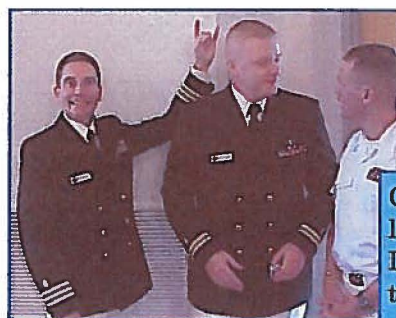
CAPT Netzer caught in a reflective moment.



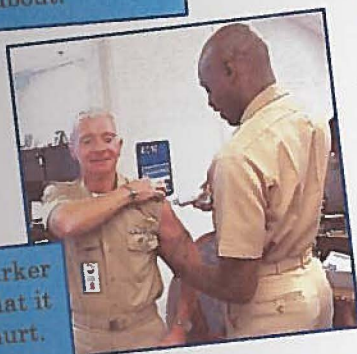
HM2 Ray demonstrates what Mental Health is really all about.



How Materials Management treats the Blue-jacket of the Year.



CDR Keeley, LT Taylor, and hang out at LCDR Olander's retirement ceremony.



CAPT Barker proves that it doesn't hurt.



HM2 Sanders present the most stylish way to dig a hole.



The hospital sings "Happy Birthday" to Ms. Camacho at Colors.



The truth about NHRR Colorguard.



HM3 Lopez performs Lenny Kravitz.



Caught by HMCS Reyes, HM3 Hildebrandt with camera, bad posture, tattoos and all.

